

DDA 86-0539

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MEMORANDUM FOR: Director of Personnel

FROM: Richard J. Kerr
Deputy Director for Administration

SUBJECT: Secretarial Pay Plan Proposal

1. The Directorate of Administration's personnel officers, senior secretaries and other representatives have reviewed the proposed Office of Personnel (OP) paper outlining conversion procedures for positions and personnel. The following comments represent this Directorate's viewpoints.

2. Position Conversion:

a. Basically, we believe that we can live with the proposed job profiles with a few additions and several deletions. There is much concern that too many non-secretarial duties have been added to "justify" the pay for performance theory in the pay plan. We propose that duties such as safety management officer, PEMS duties, etc., be omitted from the list, and that more effort be made to streamline/combine some of those duties to add credibility and make them more applicable to the general Agency secretarial work requirements.

b. However, it is the viewpoint of this Directorate that the original OP method of building a Level III/Level IV position (i.e., two duties from Category A, one from Category B, etc.) be simplified. We would thereby endorse the basic proposal made by the DS&T: that the composition of the positions include only two category menus of duties, and the percentages of time required be made according to the sliding scale (60% from Category A, 40% from Category B the first year and progressing to a 40% Category A, 60% Category B mix the fourth year).

c. We agree that Agency qualified shorthand should be a requirement for Level IV and that personnel be granted one year in which to qualify if they are not already certified. There is still some disagreement as to the requirement for shorthand at Level III. Since this is the Level at which secretaries will be competitively evaluated for advancement into Level IV, those who have the shorthand qualification will certainly be at an advantage to move into Level IV. Also, in many of the DA offices, the Level III secretaries are required to fill in for the Level IV positions during absences of the current incumbent, and shorthand is a necessity

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in most instances. In sum, we do not suggest that shorthand be a requirement for Level III but believe it is a valuable skill which should be rewarded (possibly through the bonus system).

d. Managers must focus in on the 40/60 percentages at Level III/IV positions: by the fourth year of this program, 60% of the secretaries' time will be required for performance of substantially higher-level duties. Whether computed by the week (24 hours), by the month (98 hours), etc., this is a significant amount of time. Although automation will likely have an impact in decreasing some of the more routine duties, typing, photocopying, handcarrying, etc., will still have to be done.

3. Personnel Conversion:

a. As for the conversion of personnel, the guidelines you have proposed seem to provide ample basic guidance for the conversion panels while also allowing some flexibility for those cases which do not fit cleanly into the pattern (especially GSB-7s and some GS-7s who may fit either Level II or Level III).

b. However, there is some confusion regarding the conversion quotas on people: if it is accepted that this initial conversion will be done based on the individual's skills, performance, length-of-service, etc., and not on competitive evaluation for initial Level placement, is the quota system for personnel conversion self-imposed? As we have not begun the review and evaluation for determining the Level of each secretary/clerk-typist/ clerk-steno, it is difficult to predict if this will be a serious problem, but if quotas are imposed, it could present an unpopular predicament. Also, we don't believe each Level should be filled to capacity (based on indicated quotas) but that only the truly qualified personnel be placed at any given Level. We would also want our DA quota protected and not loaned out in the event our quotas are not filled during this initial exercise.

c. Due to the heterogeneous composition of this Directorate as well as the small Directorate-level personnel staff (2), we will rely on component panels to complete the review of personnel conversions (both in the initial phase and as an ongoing process). The recommendations will then be reviewed by the Directorate Panel, which I will appoint, and the Senior Personnel Officer before receiving my final approval.

4. Whatever methodology for conversion is selected to enable us to complete the initial phase as smoothly as possible, let us ensure that we allow ourselves the flexibility to further develop, standardize and publish the

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future conversion policies so all secretaries and managers alike will know and understand the requirements for assignments and advancement. The draft paper is a good start, but from the comments received it appears each Directorate is again heading in different directions. We must ensure that the basic program is understood, accepted and endorsed by the different component/Directorates/DCI Area.

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~~Richard J. Kerr~~

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